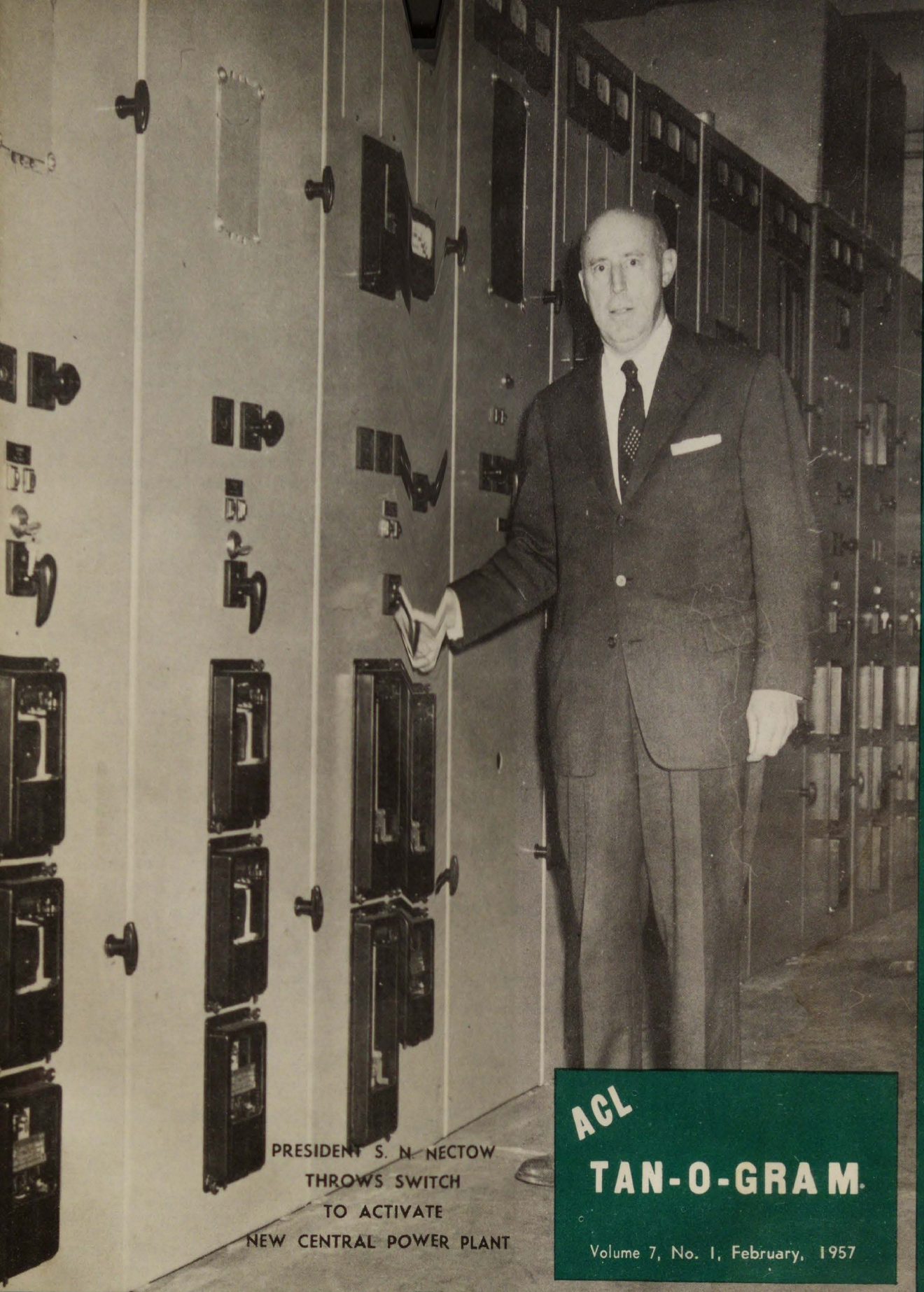




PRESIDENT S. N. NECTOW
THROWS SWITCH
TO ACTIVATE
NEW CENTRAL POWER PLANT

ACL

TAN-O-GRAM.

Volume 7, No. 1, February, 1957



OSMAN SMART'S TALENTED FAMILY RINGING THE CHRISTMAS BELLS
(Left to Right) OSMAN; Wife EDNA; Son RAYMOND; Son RUSSELL;
Son SHERMAN.

"FAMILY ORCHESTRA PROVIDES RECREATION FOR SMARTS"

OSMAN SMART has found the answer to a very troubling problem of our era--that is, how to keep the family together.

Of course, the first ingredient in the recipe is talent, and it seems as though every member of the SMART family has an abundant supply of this. The second is having a mutual hobby, and the SMARTS have this also.

OSMAN, who keeps the "perpetual record" of finished leather in the Side Leather shipping room, has been with ACL for almost 15 years. He plays the piano and organ and is also a fine baritone.

His wife, EDNA, plays the organ and cello, and is a piano teacher. Their oldest son, RAYMOND, 15, plays the flute, piccolo, and violin, and is a member of the Beverly High School band. Son RUSSELL, 13, plays the violin, viola, and plays the tuba in the Briscoe Junior High School band. Son SHERMAN, 9, plays the piano and violin, and is also a high soprano.

There are also two more little SMARTS at home, and they are cutting their teeth, so to speak, on the triangles and cymbals.

Oh yes, the answer to the modern day problem of keeping the family together is to form a family orchestra--and that's just what OSMAN did. His family forms a regular instrumental ensemble, and their practice sessions are really fun.

Around November, every year, they hunt the bells down from storage and start practicing for Christmas time, when their Christmas Bells are much sought after for local entertainment. One such session is pictured above.

DEATHS

OVILA PALARDY, 58, died Jan. 10, had almost 24 yrs. of ACL service. Last assignment was at the Calf Beamhouse. JOHN RYAN, 45, died Dec. 26, had more than 9 yrs. of service. Worked in the Side Leather Tan Cellar. FLORIAN SMITH, 61, died Dec. 18, had 23 yrs. of ACL service. Worked in the Side Leather Buffing room.

NEW SOCIAL SECURITY BENEFITS AND HIGHER TAX FOR NEW YEAR

Women workers may now retire at 62 rather than 65; wives of retired workers can also draw benefits at 62 instead of 65; widows also are entitled to benefits at 62 instead of 65, under the new provisions of the Social Security Law.

Women workers or wives of retired workers will receive lower monthly pensions for life, by starting at 62, than if they had waited to 65. Widows will receive the same amount they would have received at 65.

Disabled workers will receive full benefits at age 50 instead of waiting until age 65.

Disabled children of a deceased or retired worker are entitled to receive benefits under the new law, provided the disability occurred before the age of 18.

These are just a few of the highlights of the new law. More complete information on the revisions can be found in the booklet: "What the New Social Security Law Means to You," which has been given to every ACL employee.

To finance these new benefits, the Social Security Tax has gone up, as of January 1, 1957. The tax, paid on the first \$4200 of annual earnings, is increased from 2% to 2-1/4% for both employee and employer. This means that every employee will be taxed 2-1/4¢ on every dollar he receives in wages, and the Company will also have to pay 2-1/4¢ on every dollar paid in wages.



PRESIDENT S. N. NECTOW throws switch to activate new ACL central power plant in Peabody, thus completing a whole year of construction work.

FRANK F. HUGHES, superintendent of power, brandishes torch to light new boiler, in presence of Chief Engineer ANDREW M. IVES.

ACTIVATE NEW CENTRAL POWER INSTALLATION AT MAIN PLANT IN PEABODY

In a significant ceremony, President S. N. NECTOW recently threw the switch to activate the new ACL central power plant generator, boiler and electrical distribution units at the Company's main plant in Peabody.

Culminating several years of planning and more than a full year of construction, the new power units will replace equipment which has been in use for almost half a century. The equipment being retired was used on many occasions to provide power to meet the major needs of the city of Peabody in addition to running the ACL plants.

Involved in the reconstruction of the Crowninshield St., Peabody, power plant, was the erection of a new boiler, water filtration and treatment system, turbine generator unit, a new electrical distribution switchgear and the complete rehabilitation of the plants' electrical distribution systems. This gives the Company the most modern generating system available in the area and the latest type of boiler and boiler room equipment.

Present at the switch throwing were MR. WILLIAM K. KOPP, ACL vice president and general superintendent; MR. ANDREW M. IVES, ACL chief engineer, under whose supervision the design and construction of the project was undertaken; and MR. FRANK F. HUGHES, superintendent of power, who will be in charge of operating the new equipment.

Since early in December 1955, a crew, sometimes numbering as many as 60 men, has worked on the installation of the new boiler and turbo generator. The new units will enable the Company to provide complete steam and power needs for its Side Leather, Sheepskin, and Patent Leather Plants, and much of the power for the Calfskin Plant, as well as providing all the steam for operating requirements and building heating.

W-2 FORMS DISTRIBUTED TO ALL EMPLOYEES — INCOME TAX RETURNS MUST BE FILED BEFORE APRIL 15

By January 25, all employees should have received their W-2 forms. These are the forms which the government requires all employers to prepare, which include information on total wages paid to the employee during the year, the total amount of taxes withheld, and the amount of Social Security Tax withheld. Every employee will receive two copies, one of which is to be attached to your income tax return. The second copy should be kept for your records.

Every person in the United States, who is under 65, whose gross income is \$600 or more, must file an income tax return on or before April 1, 1957. Every person who is 65 or older, whose gross income is \$1,200 or more, must file.

Persons who earned less than these amounts, but who had taxes withheld from their pay, will also have to file returns in order to get a refund.

Returns can be filed now, through April 15



IBM KEY PUNCH OPERATORS, (Left to Right) MARGUERITE HANLY, MARGARET BURKINSHAW, MARION PARISELLA and SOPHIE LACHOWICZ, transfer personnel data and plant production information from handwritten lists to cards, on the punching machines. The cards are then filed and indexed. They are used to produce weekly payroll data for all employees, and the records of inventory and production are tabulated to produce a great many different reports.

IBM PRODUCES MORE IN LESS TIME

If the bookkeeper of yesteryear were to see today's modern IBM (Tabulating) Dept., she might think these people are cutting out paper dolls--but actually, by punching holes in cards, the girls can record much more information than could once be set down by hand. What is more important, the machines can read this information back much more rapidly, and through a series of codes, can produce complete reports.

Work formerly requiring a full week of preparation can now be turned out in a matter of hours, adding information impossible to get before. Also, the records are uniform and there is not a problem, as before, of deciphering someone else's handwriting. There is also less chance of error, because the machines have to justify all of their figures.

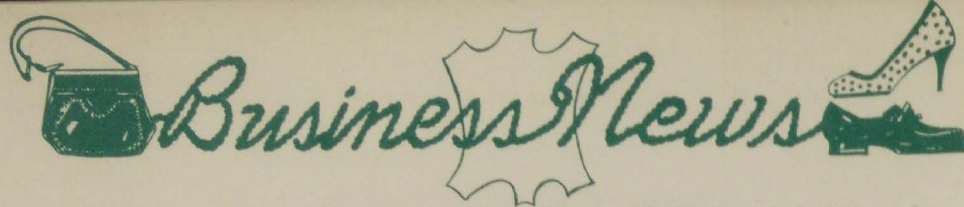
Time is money, and in this era of increased costs, an operation of this nature helps to keep our products competitive. By keeping our prices competitive, we can make more sales. This, in turn, means more leather will be produced which means greater employee job security.

DONALD WHORF, left, below; operates the sorting machines which separate the punched cards into the categories desired by using codes punched in the cards. These separators are similar to that used on television's "\$64,000 Question."

RONALD BOYD, center, head of the IBM Dept., wires a control board which in turn provides the proper direction to the tabulating machine, to produce the particular information which is desired from the punched cards. Every report produced by the tabulating machine requires a different set of board-wiring arrangements. Permanent boards are kept set up for regular operations, but a new board must be assembled every time a new operation is performed.

SHIRLEY RYAN, right, operates the IBM tabulator-printer, which translates the holes in the punched cards into statistical data. This machine prepares complete employee payroll records for a given period, or can produce reports indicating types of leather in production and amounts in inventory.





CALFSKIN: Business continues to be good and our Calfskin Division has been getting its full share, with the result that our plant is very busy and will continue to be for several months to come. Our sales people are presently engaged in traveling about the sales territories showing the new colors being featured in our Calf line for Fall 1957. We have enjoyed a very favorable reception from most of our customers, who have shown a keen interest in sampling our leathers.

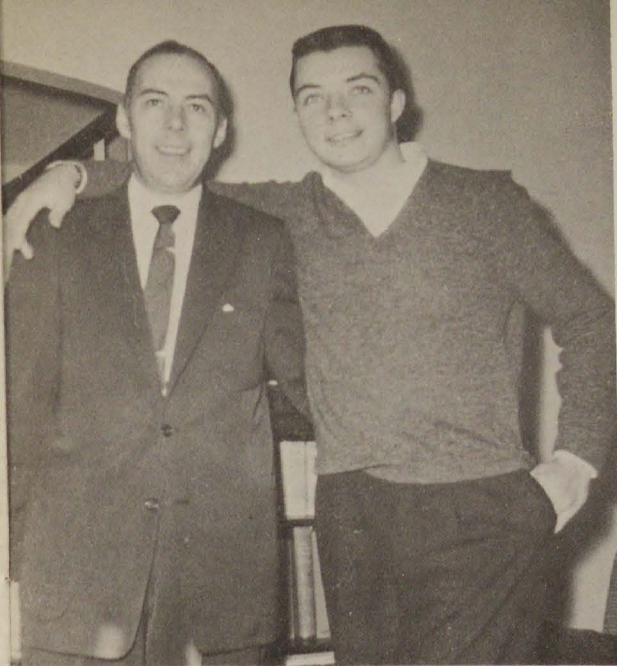
SOLE LEATHER: We are not having as much business on sole and belting leathers as we anticipated. We thought that by this time there would be much more interest than has developed. Most people, however, feel that shoe production should be good for the first quarter of this year, and it is reasonable to suppose that our business should improve. Our customers probably do not have too much inventory on hand, but because of the tight money situation, they may only buy what they need and not take on any long range commitments. We have improved our Rough Shoulder picture, but still have a long way to go. Our Belly business for the most part is satisfactory. We can stand some improvement on Single Shoulders. We need much more business on Bends. Although our women's Cutsole picture has improved, the better grades are still moving slowly. Our repair leather business is satisfactory. The demand seems to have shifted away from heavies in Rough Belting leathers, and we must bring our inventory down considerably on Curried leathers.

SHEARLING: Many of our garment manufacturer customers showed their products at the recent Dry Goods Show in New York. There was more talk of imitation mouton for trim on outerwear, than there has been before. Imitations are being used increasingly because of their uniformity of color and quality, ease in cutting, and cheaper price. The cost of our raw stock and processing materials has gone up. To meet competition, we need more uniformity of both color and quality, in addition to cutting all possible costs. We could have a good Shearling year in 1957, but it is going to mean not only tougher competition from our own Shearling competitors but also from the increasing number of manufacturers of imitations.

SHEEPSKIN: We are well prepared to meet the demand for Spring shoe leathers with our Barilla and Chrome Lining leathers, and also our Aniline Lining and Aniline Soft Vamp. In addition to these, we also have a complete line of baby shoe leathers made from fine imported Cabretta skins and from deluxe Lambskins. Both these types of skins will enable us to sell to manufacturers of higher grade baby shoes, and also to those manufacturers in the standard quality popular price field. The new additions to our population, each year, make the infant and baby shoe trade an expanding industry that requires more and more leather. We intend to capture a fair percentage of this business.

PATENT & RANCHIDE: We have been going through a fairly active run on Patent Leather, because the style trends indicate Patent Leather shoes as an important accessory for Easter. With Easter coming late this year, we have hopes this activity will continue into the middle of February. **RANCHIDE:** The garment trade has not shown too much activity, but it is somewhat better than a month ago. Shoe business for Spring is fairly active, with possibilities of wider demand. We continue to do some upholstery business. **FLEXIBLE SPLITS - INSOLES:** Demand for women's Insoles continues to be very poor. We are gradually developing our business in the children's welt trade on Flexible Bends. **RETAN BEND SPLITS:** We are going through our quietest period of the year and would expect demand to start around the end of January and gradually pick up to the point where we will have a full active season.

SIDE LEATHER: Business in smooth leather is becoming more competitive and harder to get as more and more emphasis is being placed on new textures and finishes. We hope to gain some of this new specialty business with our Turftop and Full Grain Kip lines. With new improved equipment in both of our Side Leather tanneries, we intend to increase our share of the Side Leather industry's business in 1957.



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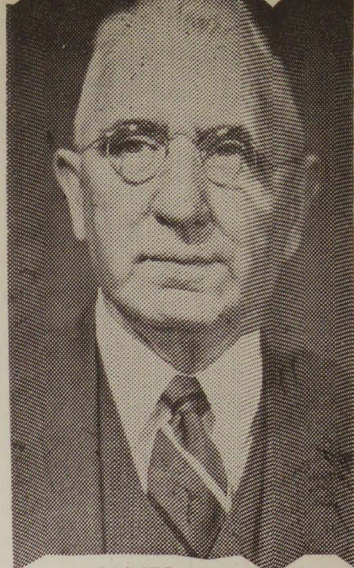
"JOE" MORENCY AND SON DAVID

APPOINTED TO ANNAPOLIS

DAVID C. MORENCY, 18, son of JOSEPH C. MORENCY, head of General Standards, has been appointed by Congressman BATES of Massachusetts to the U. S. Naval Academy at Annapolis, Maryland, starting with the summer term, 1957.

He is currently attending the University of Massachusetts where he is a freshman in Mechanical Engineering.

Last summer, DAVID worked for ACL as a mechanical standards checker, and also played on the ACL Softball Team.



JAMES T. O'NEIL

**ACL PENSIONER NAMED
PEABODY "MAN OF THE YEAR"**

JAMES T. O'NEIL of Peabody has been named "Man of the Year" by the Junior Chamber of Commerce.

He retired in 1953 after more than 42 years of ACL service, during which time he was in charge of the main power plant and in general charge of main mechanical under the Chief Engineer.

MR. O'NEIL has given his services to a number of civic endeavors.

SERVICE



ANNIVERSARIES

45 YEARS



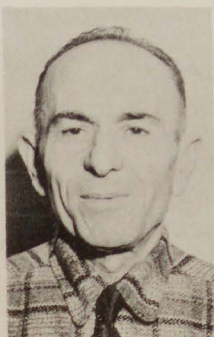
MARY MURPHY
Grader
Cutstock

40 YEARS



**DOMINICK
GUGLIELMI**
Fork Truck Driver
Waters River

40 YEARS



PHILIP NICKOLA
Brushing Dept.
Calfskin

40 YEARS



JOHN QUINLAN
Foreman
Calf Rawstock

40 YEARS:

GEORGE KASTANKO, SSUL Shaving

30 YEARS:

ULIUS BURNETT, Newport

EVA TRUDEAU, Calf Seasoner

35 YEARS:

LON BAKER, Ashland

RENE GAGNON, Trimmer,
Bark Hide

EMIL J. SCHNEIDER, Manager,
Export Dept., Assistant to the President.

DEPARTMENT SAFETY WINNERS ANNOUNCED FOR 1956

The final results of our 1956 Safety Contests indicate first place departmental winners as follows:

ASHLAND - Beamhouse, Yard & Outside.

SHEEPSKIN - Color Finish & Embossing.

MECHANICAL - Calf Mechanical & Power Employees.

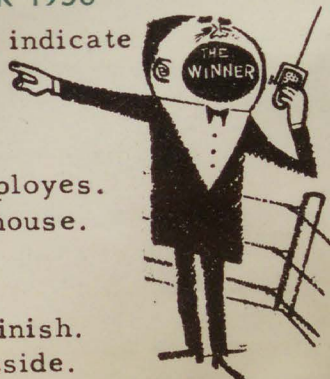
HAZELWOOD - Bleach & Oil, Cutsole & Warehouse.

NEWPORT - Beamhouse, Yard & Finishing.

CALFSKIN Staking.

SSUL, BARK, PATENT & CUTSTOCK - Side Finish.

WINCHESTER - Loft, Tan, Miscellaneous, Outside.



MARCH 1st RETIREMENTS

MATTI BERG, Sheep Mechanical, after more than 32 years of ACL service.
THEODORE GALLANT, Bark Hide, after more than 27 years of ACL service.

CHARLES SPEARS, SSUL Tan Cellar, after almost 34 years.

ANESTOS TSORVAS, Calf Beamhouse, after more than 24 years' ACL service.

"SIX ECONOMIC UNTRUTHS"

1. That Government Has Something To Give The People Which It Does Not First Have To Take Away From Them.

Government is never a source of goods. Everything produced is produced by the people, and everything that government gives the people, it must first take from the people. Government benefits are raised through taxes and, as FRANKLIN D. ROOSEVELT said in 1932, "taxes are paid in the sweat of every man who labors."

2. That Job Security Can Be Guaranteed By Management.

In our modern exchange economy, all payroll and employment comes from customers, and the only worth-while job security is customer security; if there are no customers, there can be no payroll and no jobs.

3. That The Workers Of Any Nation Can Improve Their Welfare By Increasing Their Pay Without Increasing Their Production.

Because wages are the principal cost of everything, wage increases (without corresponding increases in production) simply increase prices and do not improve the welfare of the worker.

4. That Any System Other Than A Free Production-and-Exchange System Can Provide The Greatest Good For The Greatest Number.

The greatest good for the greatest number means, in its material sense, the greatest productivity per worker. And the greatest productivity per worker is reached when production as well as markets, operate under the stimulus of free competition, as shown by the history of American industry.

5. That the Law Of Supply And Demand Can Be Repealed.

The more scarce an article (goods or service), the higher the price of it becomes. The more plentiful the article, the lower the price of it. This law of supply and demand is a law of nature and cannot be repealed by man. Government efforts to suspend or ignore it have always had disastrous results.

6. That The Owners Of Industry Get The Lion's Share Of The Product And The Workers Get Only The Crumbs.

The amount of the product of all the industry that goes to workers is about 90 per cent. The amount that accrues to the owners of the tools (investors) is about 10 per cent. Yet the tools do more than 95 per cent of the work.

*Worth
Thinking
About*